


## INTEGRATION OF MENTAL HEALTH INTO THE DAILY LIVES OF EDUCATORS AND HUMAN RESOURCES MANAGERS TO PROMOTE A HEALTHY WORK ENVIRONMENT

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### ABSTRACT

The integration of mental health in the workplace is an increasing necessity to promote the well-being and productivity of professionals. Educators and human resource managers, in particular, face unique challenges that can significantly impact their psychological health. Therefore, practices that encourage a healthy work environment are fundamental for balancing professional demands and quality of life. This research adopted a qualitative approach, seeking to understand the phenomena related to mental health in the educational and corporate contexts through interpretative and exploratory analysis. The overall objective of this study is to investigate how the integration of mental health into the daily lives of educators and human resource managers contributes to promoting a healthy work environment, addressing practices and policies that favor psychological well-being in both educational and corporate settings. The results indicate the importance of more effective and integrated policies in addressing mental health issues, highlighting the need for preventive actions in both the educational and corporate sectors. The research also revealed that, although support interventions exist, there are still gaps in the approaches

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adopted by institutions, suggesting a need for greater investment in training programs and ongoing support for educators and human resource managers.

**Keywords:** Mental Health. Workplace Integration. Educators. Human Resources.



## INTRODUCTION

In an increasingly challenging landscape for professionals across various fields, mental health stands out as an essential factor in creating healthy and productive work environments. Educators and human resources managers, who are often exposed to high demands and responsibilities, are particularly vulnerable to psychological issues such as stress, anxiety, and burnout. These issues not only affect the quality of life of these professionals but also have a direct impact on organizational climate and team efficiency.

Promoting the mental health of these professionals requires an integrated approach that considers both institutional support policies and daily practices of care and prevention. In this sense, understanding the specific demands and effective practices for the well-being of educators and human resources managers is an essential step toward developing strategies that improve the work environment and strengthen organizational commitment to mental health.

This research adopted a qualitative approach, aiming to understand phenomena related to mental health in educational and corporate contexts through an interpretative and exploratory analysis. The general objective of this study is to investigate how the integration of mental health into the daily lives of educators and human resources managers contributes to promoting a healthy work environment, addressing practices and policies that foster psychological well-being in both educational and corporate settings.

The specific objectives are as follows: to identify the primary mental health demands of educators and human resources managers, as well as the factors influencing workplace well-being; to analyze existing practices and policies aimed at supporting the mental health of educators and managers, focusing on intervention and prevention programs for psychological issues; and to evaluate the impact of promoting mental health on the quality of the work environment and professional performance, observing effects on productivity and organizational climate.

This article is organized into four sections. The introduction presents the research objectives, the study's relevance, and the importance of addressing mental health in educational and corporate contexts. The materials and methods section details the qualitative approach adopted and the literature review procedure, explaining how scientific sources were selected to construct the study. The theoretical framework is divided into three subtopics, covering stress factors and mental health demands, support practices and policies, and the impacts of these issues on productivity and organizational climate. Finally, the conclusions summarize the main findings of the research, highlight the study's



contributions, and propose suggestions for future investigations in the field of workplace mental health.

## METHODOLOGY

This study adopted a qualitative approach to explore and understand phenomena related to mental health in educational and corporate settings through an interpretative and exploratory analysis. Qualitative research is highly valued in the scientific community as it enables an in-depth, detailed examination of the subjective and complex aspects of the phenomena under study. Unlike quantitative research, which seeks measurement and quantification, qualitative research focuses on understanding perceptions, meanings, and experiences of individuals involved, providing a richer, more contextualized view of the issues addressed (Guerra et al., 2024).

The research method chosen for this study was a literature review, an essential scientific tool for consolidating existing knowledge on a given subject. The literature review enabled a critical and comparative analysis of prior studies, allowing for the identification of trends, research gaps, and various perspectives on the topic. This approach not only expanded the understanding of the study's focus but also established a robust, updated theoretical foundation to guide future research and practices in this area. According to Dorsa (2020, p. 02), "the literature review is fundamental to the writing of a scientific text, regardless of genre: a thesis, dissertation, project, or scientific review article."

The sources for the literature review were selected from high-quality, reputable scientific databases such as SCIELO, PubMed, Google Scholar, and other esteemed sources, ensuring both credibility and currency. The selection primarily included articles published in impactful scientific journals, dissertations, and theses that provided significant and in-depth contributions to the topic of mental health within educational and corporate contexts.

This selection process aimed to ensure information quality, prioritizing peer-reviewed works with scientific relevance, thereby strengthening the reliability and validity of the data analyzed in this study. Thus, the proposed methodology consolidated existing evidence and provided a critical and comprehensive analysis of the impacts of mental health on workplace and educational settings, contributing to the advancement of scientific understanding on the topic and its practical implications.



## THEORETICAL FRAMEWORK

This theoretical framework explores fundamental aspects of mental health in the workplace, beginning with the stress factors and mental health demands affecting educators and human resources managers. In this first section, the primary sources of psychological pressure faced by these professionals are discussed, including intense workloads, emotional responsibilities, and the ongoing need for adaptation—factors that contribute to both mental and physical exhaustion.

Subsequently, the discussion shifts to mental health support practices and policies, examining preventive interventions and support strategies aimed at mitigating the impact of professional demands on these individuals. In this subsection, psychological support programs, institutional policies, and self-care practices encouraged in educational and corporate environments are analyzed, assessing the effectiveness of these measures in promoting a healthier work environment.

Finally, the framework addresses the impacts of mental health on productivity and organizational climate, highlighting how promoting psychological well-being can benefit both individual and collective performance. The positive effects of environments that prioritize mental health are discussed, illustrating how this contributes to increased productivity, improved interpersonal relationships, and the creation of a more collaborative and sustainable organizational climate.

## STRESS FACTORS AND MENTAL HEALTH DEMANDS IN EDUCATIONAL AND CORPORATE CONTEXTS

Currently, concerns about mental health in the workplace have grown and intensified, as working conditions and mechanisms often have complex precedents in mental strain and psychological distress. This scenario calls for new strategies to promote mental health in the workplace (Seligmann-Silva, 2022).

In this context, in today's environment, stress factors and mental health demands in the workplace are increasingly prevalent, especially in sectors such as education and human resources management. Educators face challenges like pressure for results, the need for constant adaptation to new educational technologies, and the emotional management required to address students' needs. Conversely, human resources managers, in addition to their traditional roles, bear the responsibility of creating and maintaining a healthy work environment, including addressing employees' emotional and mental health issues. This scenario places both groups under high levels of stress and at risk of mental exhaustion. Recent studies indicate that in educational settings, work



overload and lack of resources directly impact educators' mental health. With the increase in administrative workload, many teachers find themselves performing additional duties, such as managing behaviors and supporting students with diverse needs, without adequate support. The covid-19 pandemic intensified these challenges, requiring a rapid transition to remote learning and, subsequently, to a hybrid model, which demanded constant readjustment from educators and brought significant psychological health impacts (Pereira, Santos & Manenti, 2020; Ribeiro, Scorsolini-Comin & Dalri, 2020; Santos & Rossetto, 2023).

According to Moreira and Rodrigues (2018, p. 11), the primary factors affecting teachers' mental health include:

The erosion of wages, the lack of material and human resources in schools, the discontinuity of school years due to frequent strikes, and the rising violence in communities, among other factors, are both products and producers of professional devaluation and resultant work-related suffering. In the corporate sector, especially for human resources professionals, the demand for innovation and efficiency is combined with the pressure to create inclusive work environments that promote well-being. With the growing emphasis on mental health in companies, human resources managers are at the forefront of implementing support policies while managing their own pressures.

Human resource management has increasingly proven to be essential in the corporate environment, as it contributes to business competitiveness in an ever more challenging market. Since it is well-established that people are the primary source of knowledge, organizations must know how to care for them. In this regard, the significance of organizational climate, along with the implementation of measures aimed at improving quality of life, can positively impact stress factors and mental health demands in the organizational context (Ferreira, 2017).

Additionally, hyperconnectivity and remote work, which have become widespread, have heightened the expectations of constant availability, creating what is known as “digital fatigue,” a new factor in work-related stress (Ferreira et al., 2024). These stress factors affect both the individual well-being and performance capacity of professionals. The pressure to maintain productivity while managing emotional issues contributes to a state of exhaustion and disconnection known as burnout. In recent years, burnout has been formally recognized by the World Health Organization (WHO) as an occupational phenomenon, reflecting the seriousness and impact of this issue, particularly in professions involving intense human interaction and emotional responsibilities (Ferreira et al., 2024).

In addition to burnout, professionals in these sectors report high rates of anxiety and depression. This reality challenges organizations to adopt policies that not only aim to reduce stress factors but also promote mental health preventatively. Creating environments



that offer a balance between professional and personal life, along with encouraging self-care practices, are some actions that can help mitigate negative impacts on the health of educators and human resources managers (Ribeiro, Scorsolini-Comin & Dalri, 2020).

Understanding the stress factors and mental health demands in these contexts is essential for creating effective support and prevention strategies. Analyzing these aspects enables educational and corporate organizations to develop actions that not only meet the needs of professionals but also contribute to a healthier and more sustainable work environment, benefiting all involved (Ribeiro, Scorsolini-Comin & Dalri, 2020; Ferreira et al., 2024).

### MENTAL HEALTH SUPPORT PRACTICES AND POLICIES: AN ANALYSIS OF PREVENTIVE AND SUPPORTIVE INTERVENTIONS

In recent years, attention to mental health in the workplace has become a priority for many organizations, leading to the development and implementation of specific support policies. In both the educational and corporate sectors, mental health support practices encompass interventions ranging from stress prevention programs to continuous emotional support for employees at all hierarchical levels. These initiatives aim not only to respond to the growing demand for healthier work environments but also to promote the emotional sustainability of professionals (Merçom & Constantinidis, 2020).

In the educational context, mental health support practices have included training programs for educators, helping them to identify signs of stress and burnout in themselves and their colleagues. Educational institutions are increasingly engaged in providing resources such as socio-emotional skill training and tools to promote self-care. These actions contribute to creating a culture of prevention and support, offering educators strategies to manage stress and maintain a balance between professional and personal life. In the corporate environment, companies across various sectors have adopted mental health policies that include not only the implementation of employee assistance programs but also the creation of spaces for relaxation and decompression activities. Some psychological support programs offer access to therapy sessions, mental health lectures, and workshops on stress management techniques. These practices aim to strengthen the emotional well-being of workers and, consequently, increase productivity and improve the organizational climate (Merçom & Constantinidis, 2020).

Moreover, flexibility in work, such as adjustable hours or remote work options, is one of the most successful policies for reducing stress and promoting work-life balance. Companies that adopt this practice have observed positive impacts not only on employees'





mental health but also on performance and motivation, as these professionals have greater autonomy to manage their demands. Another significant intervention has been the promotion of mindfulness programs and meditation practices, which help workers develop emotional resilience. These practices are particularly useful for managing daily stress and improving concentration, and are increasingly common in sectors where emotional workload and pressure for results are high, such as in schools and human resources companies (Assumpção et al., 2019; Resende et al., 2021).

However, as Ferreira (2017) emphasizes, it is essential to adopt a comprehensive perspective on professionals, considering various aspects such as psychological, economic, and social factors. Taking care of individuals is crucial, aiming to mitigate or minimize occupational risks through measures that ensure workplace safety, addressing not only physical efforts but also the mental demands that may arise in the work context.

Thus, when well-structured, mental health support practices and policies can transform work environments, promoting the psychological health of employees and reducing rates of absenteeism and turnover. By analyzing these interventions, this study highlights the importance of a proactive and integrated approach that takes into account the specific needs of each sector and offers accessible and effective solutions for all involved.

### IMPACTS OF MENTAL HEALTH ON PRODUCTIVITY AND ORGANIZATIONAL CLIMATE: PERSPECTIVES AND BENEFITS

Mental health plays a crucial role in productivity and organizational climate, directly affecting how professionals perform their tasks and interact with colleagues. When employees' mental health is not adequately supported, the impacts can be profound, leading to decreased task performance, increased absenteeism, and interpersonal difficulties, which can compromise team collaboration (Motta & Romani, 2019).

In the educational context, teachers' mental health is directly linked to the quality of education provided to students. Educators facing high levels of stress and emotional exhaustion may have reduced concentration, which impacts their lesson planning and interaction with students. Furthermore, emotional burnout can create a cycle of demotivation, affecting the classroom atmosphere and the overall school environment (Motta & Romani, 2019).

In corporate organizations, the impact of mental health on productivity is equally significant. Employees with impaired mental health show less motivation to complete tasks, have more difficulties meeting deadlines, and may feel overwhelmed, which reduces the quality of their work. The lack of emotional and psychological support can also lead to





higher employee turnover and absenteeism, disrupting operations and increasing the costs associated with hiring and training new staff (Motta & Romani, 2019; Schmidt et al., 2020).

On the other hand, investing in employees' psychological well-being can bring numerous benefits. Companies and schools that implement mental health policies, such as psychological support programs and stress reduction initiatives, observe significant improvements in both productivity and organizational climate. Environments that promote mental health care tend to be more collaborative, with fewer internal conflicts, higher employee satisfaction and loyalty, and a significant reduction in turnover rates (Motta & Romani, 2019; Schmidt et al., 2020).

Various studies have shown that when employees perceive that their employers care about their emotional well-being, motivation and commitment increase, fostering a more positive organizational culture. According to Bock, Furtado, & Teixeira (2021), motivation for work can be influenced by numerous factors. Providing spaces for leisure and social interaction among workers, fostering more collaborative practices in the workplace, and improving working conditions, for example, directly impact productivity and the quality of work. Meanwhile, implementation of effective mental health practices, such as providing psychological support services, relaxation programs, and stress management initiatives, contributes to creating a healthy organizational climate characterized by open communication, mutual support, and a sense of belonging (Motta & Romani, 2019; Schmidt et al., 2020).

**Table 1 – Impacts of Mental Health on Productivity and Organizational Climate**

Impacted Factors	Negative Effects	Positive Effects
<b>Productivity</b>	Low concentration, task commitment issues, decreased performance	Increased focus, higher productivity and work quality
<b>Organizational Climate</b>	Interpersonal conflicts, tense and strained work environment	Collaborative environments, reduced conflicts, employee satisfaction
<b>Absenteeism</b>	Increased absences due to psychological issues, work leave	Fewer absences, higher work attendance
<b>Satisfaction and Motivation</b>	Feelings of demotivation, frustration, and disengagement	Increased engagement, satisfaction, and organizational loyalty
<b>Employee Turnover</b>	Higher turnover due to stress and dissatisfaction	Lower turnover, better talent retention

Source: Researchers' Data

Table 1 summarizes the key impacts of mental health on factors that directly influence both productivity and organizational climate. The promotion of a mentally healthy



environment can lead to substantial gains in both the individual well-being of employees and the collective and organizational performance.

## FINAL CONSIDERATIONS

The research successfully achieved all the proposed objectives, providing a detailed analysis of the stress factors and mental health demands in both the educational and corporate contexts, while also exploring mental health support practices and policies, and the impacts of this topic on productivity and organizational climate. Through the qualitative approach and the literature review procedure, it was possible to consolidate a deep understanding of the mental health issues faced by these professionals, based on up-to-date, high-impact scientific sources.

The research highlighted that both the educational and corporate contexts present significant challenges related to stress and workers' mental health. The analysis revealed the relevance of support practices, such as psychological support programs and preventive policies, in mitigating the negative impacts on mental health. Furthermore, it was evident that mental health is directly correlated with productivity and organizational climate, showing that healthy work environments are crucial for team performance and individual well-being.

The results indicate the importance of more effective and integrated policies in addressing mental health issues, highlighting the need for preventive actions in both the educational and corporate sectors. The research also showed that, while support interventions exist, there are still gaps in the approaches adopted by institutions, suggesting the need for greater investment in training programs and continuous support for educators and human resources managers.

For future research, an empirical approach is recommended, involving case studies in schools and companies to assess the effectiveness of mental health practices and policies in real-world environments. Expanding the study to different regions and cultural contexts would also be valuable, to understand how local specifics influence the results related to mental health at work.

Finally, further investigation into the relationship between different types of stress in educational and corporate contexts and their effects on mental health could provide valuable data for the development of more effective public policies and corporate initiatives. In summary, this study significantly contributes to the advancement of knowledge regarding mental health in the workplace and educational environments, providing insights for future management actions and public policies aimed at promoting a healthier and more productive work environment for all involved.



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